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# Contents: Performance Goals and Measures for Employees

Effective Date: **September 2004**

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<a href="#">1. Developing Performance Goals and Measures</a>	<ul style="list-style-type: none"><li>• Employee and supervisor collaborate on goals and measures.</li><li>• Submit to senior reviewer for approval, or submit for collaboration if the employee is a scientist.</li><li>• Review goals and measures, and update if needed, at least once during the performance period.</li></ul>
<a href="#">2. Formulating Performance Goals</a>	<ul style="list-style-type: none"><li>• Gather documents relevant to the position and organization.</li><li>• Develop goals and list in order of importance.</li><li>• Select a set of goals from the list and document them on form.</li></ul>
<a href="#">3. Formulating Performance Measures</a>	<ul style="list-style-type: none"><li>• Define the desired result or state for each goal.</li><li>• Identify performance measures for each goal.</li><li>• Document goals and measures on form.</li></ul>
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**Training Requirements and Reporting Obligations**

## Training Requirements and Reporting Obligations

This subject area does not contain training requirements.

This subject area does not contain reporting obligations.

## References

[Critical Outcomes, Objectives and Performance Measures](#)

[Supervisors' Personnel Manual](#)

[Performance Appraisals](#) Subject Area

[Roles, Responsibilities, Accountabilities, and Authorities \(R2A2\)](#) Subject Area

## Standards of Performance

Managers shall collaborate with staff by providing them with written, annual performance feedback, performance goals, and improvement plans.

All staff shall support our ability to deliver innovative scientific and technological research and analysis by the following:

- Understanding their role in achieving organizational goals,
- Offering the energy, creativity, and knowledge needed to serve our customers, and to achieve our organizational goals.

Managers and staff shall work together to define needed staff development, create, and offer valuable opportunities for development, and foster an open learning environment.

## Management System


This subject area belongs to the **Human Resources** management system.

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## Introduction: Performance Goals and Measures for Employees

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This subject area provides procedures and guidelines for all employees and supervisors who are preparing individual annual performance goals and measures. The information is provided in a manner that promotes alignment of individual goals with higher-level organizational goals (i.e., from work group goals up to the Laboratory [Critical Outcomes, Objectives and Performance Measures](#)).

The primary objective of goal planning is to focus employee work within the scope of assigned responsibilities and organizational objectives. It is equally important to foster goals that are challenging and beyond one's routine activities. Achievement of the goal should add value to job performance. An important result is the mutual understanding between employee and supervisor regarding performance expectations against which the employee's performance will be measured. In conjunction with other components of performance, goals documented at the beginning of the performance period are expected to be achieved and serve as a major basis for the performance appraisal.


This subject area provides sources of information on organizational goals, examples of different types of goals, and guidelines for reviewing goals and setting expectations for goal achievement.

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Subject Area: **Performance Goals and Measures for Employees**

# 1. Developing Performance Goals and Measures

Effective Date: **September 2004**

Point of Contact: [Performance Goals and Measures POC](#)

## Applicability

This information applies to BNL staff who prepare performance goals and measures for employee performance appraisal. This includes all managers, scientists, supervisors, and those employees designated by their supervisor.

## Required Procedure

Performance goals and measures are developed and documented by the end of November of the established performance period. The process is a collaborative one between the employee and supervisor. BNL staff developing performance goals and measures follow the steps below.

<b>Step 1</b>	Either the employee or supervisor composes the first draft of goals on a blank form of either the <a href="#">Performance Appraisal with Goal Planning Form</a> , or the <a href="#">Management Goal Planning and Performance Appraisal Form</a> in the <a href="#">Performance Appraisals</a> Subject Area, or the <a href="#">Scientific Staff Performance Planning Form</a> . The form is dated with the current, new performance period. Use the <a href="#">Supplemental Goals Form</a> for additional goals.
<b>Step 2</b>	Formulate performance goals and measures using the procedures in the <a href="#">Formulating Performance Goals</a> and <a href="#">Formulating Performance Measures</a> sections of this subject area. See the <a href="#">Performance Goals and Measures Examples</a> exhibit for guidance and examples on types of performance goals and associated measures.
<b>Step 3</b>	Resolve any comments/issues, as necessary, on the draft. The reviewer reviews the goals for degree of challenge, value added, and for alignment with R2A2s



	and organizational goals. The reviewer discusses and addresses any employee questions or concerns with the employee.
<b>Step 4</b>	Revise the draft as agreed and complete a final form with goals, measures, and if appropriate, metrics.
<b>Step 5</b>	The employee signs and dates the form, and submits it to the reviewer.
<b>Step 6</b>	The reviewer signs and dates the form. Goals are discussed with the senior reviewer, if appropriate.
<b>Step 7</b>	The reviewer keeps a copy of the signed form and provides a copy to the employee.
<b>Step 8</b>	File the signed original form with the current year's performance appraisal in the department/division employee personnel records.
<b>Step 9</b>	Review goals at least once during the performance period to ensure that they remain valid.
<b>Step 10</b>	Document changes and additions to goals on <a href="#">Supplemental Goals Form</a> .

## Guidelines

The employee and supervisor may revise, add, or delete goals when there is a significant change in the employee's responsibilities, programmatic needs, or when unanticipated events affect goal achievement.

If the supervisor and employee cannot resolve a specific issue related to establishing goals, they should follow the Laboratory's standard approach to resolving work-related problems as described in the [Employee Relations Section of the Supervisors' Personnel Manual](#) and the Employee Guide.

Goals, in conjunction with other components of performance, serve as a major basis for the employee's annual performance appraisal.

## References

[Performance Appraisals](#) Subject Area

[Supervisors' Personnel Manual](#)

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## 2. Formulating Performance Goals

Effective Date: **September 2004**

Point of Contact: [Performance Goals and Measures POC](#)

### Applicability

This information applies to BNL staff who prepare performance goals and measures for employee performance appraisal.

### Required Procedure

To ensure that goals are achievable and in alignment with higher organizational objectives, BNL staff formulating individual goals follow the steps below.

<b>Step 1</b>	<p>Gather available documents that are relevant to the employee's position and organization. These may include</p> <ul style="list-style-type: none"><li>• <a href="#">Roles, Responsibilities, Accountabilities, and Authorities (R2A2)</a>;</li><li>• Previous year's performance goals;</li><li>• Previous year's performance appraisal;</li><li>• Field Work Proposals;</li><li>• Organizational goals (from work group goals up to the Laboratory <a href="#">Critical Outcomes, Objectives and Performance Measures</a>);</li><li>• Organizational self-assessment plans and results;</li><li>• External (third-party) organizational appraisals.</li></ul>
<b>Step 2</b>	<p>Select a set of up to ten (10) goal ideas from the gathered documents that are related to the responsibilities on the employee's R2A2 and the role of their work group in achieving organizational goals. The goal ideas may be listed in the documents as opportunities for improvement, performance objectives, recommendations, project plans, etc.</p>
<b>Step 3</b>	<p>Convert the goal ideas into goal statements so that they fall within the scope of</p>

	<p>the responsibilities on the employee's R2A2 and the organization's goals, they add value, and they are challenging.</p> <p><b>Note:</b> Depending on the level of the position, an employee's goal may be the same as an organizational goal.</p>
<b>Step 4</b>	<p>Starting with the most important, select a set of goals, which together are achievable within the current annual performance planning period.</p> <p><b>Note:</b> The priority of the goal may be useful in both focusing and evaluating employee performance.</p> <p><b>Note:</b> Break long-term goals into interim goals that are achievable within the annual performance period.</p>
<b>Step 5</b>	<p>Document the goals on either the <a href="#">Performance Appraisal with Goal Planning Form</a>, or the <a href="#">Management Goal Planning and Performance Appraisal Form</a> in the <a href="#">Performance Appraisals</a> Subject Area, or the <a href="#">Scientific Staff Performance Planning Form</a>. Use the <a href="#">Supplemental Goals Form</a> for additional goals.</p>
<b>Step 6</b>	<p>Employees completing the <a href="#">Management Goal Planning and Performance Appraisal Form</a> in the <a href="#">Performance Appraisals</a> Subject Area assign weights to the set of goals whose sum total is 100%.</p>

## Guidelines

### Goals for Scientists

Scientists will document intended goals at the start of the performance period, but will be appraised on their actual activities. These may be different from the intended activities documented at the start of the period. The scientists should discuss changes in intended research activities with their manager. They should also document the reasons for the changes in their intended research in Part I of the [Scientific Staff Performance Appraisal Form](#) in the [Performance Appraisals](#) Subject Area.

### Selecting Goals

Individuals developing performance goals should focus an employee's work within the scope of assigned responsibilities and organizational objectives. They should also consider the employee's strengths and areas for improvement when selecting goals. Goals should integrate an employee's strengths with those of their coworkers.

Identify any skills, knowledge, or abilities that need to be strengthened. Improvement in these areas may be the objective of a goal, but confine improvement areas to those that contribute to actual work achievement.

### Critical Assumptions

Supervisors and staff may wish to document assumptions that they made when formulating goals and measures (see examples #2 and #11 in the [Performance Goals and Measures Examples](#) exhibit). The employee may be waiting for other events to occur, or for required

[Examples](#) exhibit). The employee may be waiting for other events to occur, or for required resources to be made available, before the goal is undertaken. Documenting such assumptions provides a better understanding of whether the goal will be pursued and how the employee will be appraised with respect to the results of their work.

## Review of Goals

Successful planning results in SMART goals. After formulating goals, staff should review them to ensure they meet the following criteria:

**S -- Specific.** Clear and precise statement of desired results.

**M -- Measurable.** Quantitative or qualitative results that indicate accomplishment, state of progress, and the degree to which the goal was met or achieved.

**A -- Attainable.** Challenging, but not impossible. Can reasonably be accomplished with available resources.

**R -- Relevant.** Contribute to the achievement of work group, organizational, and Laboratory goals and objectives.

**T -- Trackable.** Specific dates and/or events exist to help gauge progress.

After planning goals and filtering them through the SMART test, staff should revise them where the test reveals deficiencies.

## Dissemination of Goals

Because employees are expected to align their individual goals with organizational goals, organization managers, and project heads should actively communicate their goals to staff.

## References

[Critical Outcomes, Objectives and Performance Measures](#)

[Performance Appraisals](#) Subject Area

[Roles, Responsibilities, Accountabilities, and Authorities \(R2A2\)](#) Subject Area

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## 3. Formulating Performance Measures

Effective Date: **October 2003**

Point of Contact: [Performance Goals and Measures POC](#)

### Applicability

This information applies to BNL staff who prepare performance goals and measures for employee performance appraisal.

### Required Procedure

BNL staff formulating performance measures follow the steps below.

<b>Step 1</b>	Define the desired result or state for the goal as specifically as possible. The level of detail may vary depending on the nature of the goal.
<b>Step 2</b>	Identify one or more criteria (performance measures) that will indicate whether the desired result or state has been reached.
<b>Step 3</b>	<p>Document the measure on either the <a href="#">Performance Appraisal with Goal Planning Form</a>, or the <a href="#">Management Goal Planning and Performance Appraisal Form</a> in the <a href="#">Performance Appraisals</a> Subject Area, or the <a href="#">Scientific Staff Performance Planning Form</a>.</p> <p><b>Note:</b> It is optional to construct a metric of goal achievement (see examples of metrics in the exhibit <a href="#">Performance Goals and Measures Examples</a>).</p>
<b>Step 4</b>	Repeat steps 1 through 3 for each goal.

### Guidelines

Performance measures may be behavioral or results-oriented, but should include criteria that are objectively measurable. See the [Performance Goals and Measures Examples](#) exhibit for examples of measures for sample goals.



examples or measures for sample goals.

If a goal is defined in a way that does not permit the definition of multiple levels of achievement, the metric is the measure.

## Critical Assumptions

Supervisors and staff may wish to document assumptions that they made when formulating goals and measures (see examples #2 and #11 in the [Performance Goals and Measures Examples](#) exhibit). The employee may be waiting for other events to occur, or for required resources to be made available, before the goal is undertaken. Documenting such assumptions provides a better understanding of whether the goal will be pursued and how the employee will be appraised with respect to the results of their work.

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## Performance Goals and Measures Examples

Examples in this exhibit are presented under a sampling of R2A2 Profile titles along with an associated responsibility and Laboratory performance objective. While R2A2 profile titles, responsibilities, and performance objectives are not documented on the goal planning forms, these elements are included in the examples to help illustrate how individual goals and measures relate to them.

The contents of this exhibit are only examples. They are neither required nor suggested to serve as goals for staff whose R2A2 includes similar responsibilities. The scope of possible goals that staff may pursue is clearly far greater than those contained here. The examples, however, may be useful in showing how metrics can be used to define performance levels.

- |                               |  |
|-------------------------------|--|
| <b>1. R2A2 Profile:</b>       | <b>Administrative Professional</b>                                 |
| <b>Responsibility:</b>        | Develop procedures for Lab-wide use                                |
| <b>Performance Objective:</b> | Review key business processes to provide improved customer service |
| <b>Goal:</b>                  | Reduce time required to complete procedure                         |
| <b>Performance Measure:</b>   | Average time required for users to perform task                    |
| <b>Metric:</b>                |  |
| Distinguished Performance:    | Employee reduces time to complete procedure by 75%.                |
| Commendable Performance:      | Employee reduces time to complete procedure by 50%.                |
| Expected Performance:         | Employee reduces time to complete procedure by 25%.                |
| Needs Improvement:            | Employee reduces time to complete procedure by less than 25%.      |
| Unsatisfactory Performance:   | Employee does not reduce time to complete procedure.               |
  
- |                               |  |
|-------------------------------|--|
| <b>2. R2A2 Profile:</b>       | <b>Engineer</b>  |
| <b>Responsibility:</b>        | Perform detailed design  |
| <b>Performance Objective:</b> | Quality in designing research facilities   |
| <b>Goal:</b>                  | Complete the design of a septum magnet   |
| <b>Performance Measure:</b>   | Quality of magnet design, as judged by design review committee   |
| <b>Metric:</b>                |  |
| Distinguished Performance:    | Employee fulfills the design requirements for successful completion of the magnet design. The committee is very satisfied and has no recommendations for improvements. |
| Commendable Performance:      | Employee fulfills the design requirements, and the committee recommends minor adjustments for improvement.   |
| Expected Performance:         | Employee fulfills the design requirements, and the committee requires a major adjustment for improvement in the design.  |
| Needs Improvement:            | Employee fulfills the design requirements, and the committee requires a number of major adjustments for improvement.   |
| Unsatisfactory Performance:   | Employee fails to meet one or more major design requirements, and the committee requires a significant number of improvements.   |

## Performance Goals and Measures Examples (continued)

**Critical Assumption:** Requirements against which the design is judged have been established and communicated to engineer before start of project.

3. **R2A2 Profile:** **Engineer**  
**Responsibility:** Plan, estimate, and implement detailed designs  
**Performance Objective:** Quality in estimating and designing research facilities  
**Goal:** Complete research facility upgrade  
**Performance Measure:** Degree to which user requirements are met within budget and near cost estimate
- Metric:**
- |                             |   |
|-----------------------------|---|
| Distinguished Performance:  | Employee meets user's requirements (exceeds some of them), and applies creative methods to achieve performance within or below budget. The estimate is within 5% of the bid price, and there are no design-related change orders. There is a high degree of user satisfaction, and no unresolved ES&H issues. |
| Commendable Performance:    | Employee meets user's requirements within budget, and the cost of design-related change orders is <2% of total. The estimate is within 10% of the bid price. User satisfaction is above average, and there are no unresolved ES&H issues.   |
| Expected Performance:       | Employee meets most user requirements within budget and the cost of design-related change order is <5% of total. The estimate is within 15% of bid price. There is average user satisfaction, and some ES&H or user requirement issues are resolved reactively.   |
| Needs Improvement:          | Employee meets most user requirements within budget and the cost of design related change orders is <10% of total. The estimate is within 20% of bid price. There is average user satisfaction and some ES&H or user requirement issues are resolved reactively.  |
| Unsatisfactory Performance: | Employee fails to meet user requirements with two or more of the following results: the estimate >20% of the bid price; the cost of design-related change orders >15% of the total; there is below average user satisfaction; and several ES&H issues are resolved reactively.                                |

**Note:** When using such a metric, it might be more practical to establish it as a standard metric for a group of engineers with similar individual goals.

4. **R2A2 Profile:** **Manager**  
**Responsibility:** Ensure safe operations  
**Performance Objective:** Achieve excellence in occupational worker safety  
**Goal:** Reduce occupational injuries of staff  
**Performance Measure:** Percentage of reduction in occupational injuries compared to the previous period
- Metric:**
- |                            |   |
|----------------------------|---|
| Distinguished Performance: | Staff reduce occupational injuries by 20%.        |
| Commendable Performance:   | Staff reduce occupational injuries by 15%.        |
| Expected Performance:      | Staff reduce occupational injuries by 10%.        |
| Needs Improvement:         | Staff reduce occupational injuries by 5% or less. |

Performance Goals and Measures Examples (continued)

Unsatisfactory Performance: Staff increase the percentage of occupational injuries.

5. **R2A2 Profile:** **Project Manager**  
**Responsibility:** Conduct research, engineering, or technical project according to departmental plans  
**Performance Objective:** Effectiveness and efficiency of project management  
**Goal:** Meet project technical objectives within budget and schedule  
**Performance Measure:** Technical performance, time, and cost to complete project, with consideration to level of difficulty  
**Metric:**  
Distinguished Performance: Employee completes the project on schedule, and within the projected cost; exceeds technical objectives after overcoming significant obstacles.  
Commendable Performance: Employee completes the project on schedule, and within the projected cost; exceeds technical objectives.  
Expected Performance: Employee completes the project on schedule, within projected cost and meets technical objectives.  
Needs Improvement: Employee completes the project on schedule, and meets the technical objectives but exceeds the budget by 10%.  
Unsatisfactory Performance: Employee fails to meet technical objectives, and either the schedule or the budget.

**Note:** As an alternative, a project management goal, like the one above, may be defined using separate measures for each performance component, e.g., cost, schedule, and technical objectives, with weights given to each.

6. **R2A2 Profile:** **Scientific Researcher**  
**Responsibility:** Perform cutting edge research, publish, and disseminate results  
**Performance Objective:** High quality research  
**Goal:** Obtain International research visibility  
**Performance Measure:** Amount and quality of peer-reviewed recognition  
**Metric:**  
Distinguished Performance: The amount and quality of recognition is well above average.  
Commendable Performance: The amount and quality of recognition is above average.  
Expected Performance: The amount and quality of recognition is average.  
Needs Improvement: The amount and quality of recognition is below average.  
Unsatisfactory Performance: The amount and/or quality of recognition are far below average.
7. **R2A2 Profile:** **Scientific Researcher**  
**Responsibility:** Obtain funding, materials, and equipment  
**Performance Objective:** Relevance to DOE mission and national needs  
**Goal:** Obtain funding in area of expertise  
**Performance Measure:** Funding level  
**Metric:**  
Distinguished Performance: Employee obtains significant funding in area of expertise.  
Commendable Performance: Employee obtains an increase in funding in area of expertise.  
Expected Performance: Employee maintains funding in area of expertise.

Performance Goals and Measures Examples (continued)

Needs Improvement:	Employee obtains slightly decreased funding in area of expertise.
Unsatisfactory Performance:	Employee obtains substantially decreased funding in area of expertise.

8. **R2A2 Profile:** **Scientific Researcher**  
**Responsibility:** Perform cutting edge research, publish, and disseminate results  
**Performance Objective:** High quality research  
**Goal:** Identify and apply innovative research procedures  
**Performance Measure:** Level of innovation developed, identified, and applied  
**Metric:**  
Distinguished Performance: Employee develops innovations, incorporates them into research procedures, and publishes results which are widely recognized as innovative.  
Commendable Performance: Employee identifies innovations, incorporates them into research procedures and publishes results.  
Expected Performance: Employee identifies innovations, evaluates them and incorporates them into research procedures.  
Needs Improvement: Employee identifies innovations and evaluates them.  
Unsatisfactory Performance: Employee does not identify innovations.
9. **R2A2 Profile:** **Staff**  
**Responsibility:** To perform work safely  
**Performance Objective:** Achieve excellence in occupational worker safety  
**Goal:** Always wear/use required protective clothing and equipment  
**Performance Measure:** Employee wears/uses required protective clothing and equipment  
**Metric:**  
Expected Performance: Employee wears/uses required protective clothing and equipment 100% of the time.  
Unsatisfactory Performance: Employee does not wear/use required protective clothing and equipment 100% of the time.

**Note:** This is an example of a goal focused on an area for improvement, and, therefore, uses a metric in which the minimum requirement for a performance level of Expected Performance is 100%. Anything less would be considered Unsatisfactory Performance. Therefore, performance levels of Distinguished Performance and Commendable Performance are not used in this metric.

10. **R2A2 Profile:** **Staff**  
**Responsibility:** Maintain awareness of environmental impact of work  
**Performance Objective:** Environmental effluents, emissions, and wastes are as low reasonably achievable  
**Goal:** Adopt and apply practices that eliminate, minimize, or mitigate environmental impacts  
**Performance Measure:** Degree to which pollution prevention and waste minimization techniques are applied to own work, in order to reduce waste by 20%, and degree to which employee assists colleagues in pollution prevention  
**Metric:**  
Distinguished Performance: Employee reduces waste by more than 20%, and actively

## Performance Goals and Measures Examples (continued)

	participates in applying pollution prevention efforts within and outside of their own organization.
Commendable Performance:	Employee reduces waste by more than 20%, and actively participates in applying pollution prevention efforts within their own organization.
Expected Performance:	Employee reduces waste by 20% or less.
Needs Improvement:	Employee reduces waste by less than 20%.
Unsatisfactory Performance:	Employee fails to apply pollution prevention and waste minimization techniques to their own work.

11. **R2A2 Profile:** **Staff**  
**Responsibility:** Keep capabilities and qualifications current, including required training for assigned tasks and work location  
**Performance Objective:** Implement a career development planning process  
**Goal:** Improve proficiency of computer skills  
**Performance Measure:** Successful completion of two Microsoft NT training modules  
**Metric:**
- |                             |   |
|-----------------------------|---|
| Distinguished Performance:  | Employee completes more than two training modules with grades of 90% or better.                           |
| Commendable Performance:    | Employee completes more than two training modules with passing grades.                                    |
| Expected Performance:       | Employee completes both training modules with passing grades.   |
| Needs Improvement:          | Employee completes one module with a passing grade, and needs an extension to complete the second module. |
| Unsatisfactory Performance: | Employee does not complete at least one module with a passing grade.                                      |
- Critical Assumption:** Funds are available for cost of training.

12. **R2A2 Profile:** **Technician**  
**Responsibility:** Operate, repair, and maintain equipment  
**Performance Objective:** Operate research facilities  
**Goal:** Rebuild 75% of the inventory of ion pumps during the next 12 months  
**Performance Measure:** Percent of inventory completed  
**Metric:**
- |                             |  |
|-----------------------------|--|
| Distinguished Performance:  | Employee completes 100% of inventory.          |
| Commendable Performance:    | Employee completes 85% of inventory.           |
| Expected Performance:       | Employee completes 75% of inventory.           |
| Needs Improvement:          | Employee completes 60% of inventory            |
| Unsatisfactory Performance: | Employee completes less than 60% of inventory. |

13. **R2A2 Profile:** **Technician**  
**Responsibility:** Fabricate, install/assemble, and test components  
**Performance Objective:** Operate research facilities  
**Goal:** Install upgrade to beamline interlock system during December shutdown  
**Performance Measure:** Time to complete upgrade of beamline interlock system  
**Metric:**

### Performance Goals and Measures Examples (continued)

Expected Performance: Employee completes upgrade by the end of the shutdown.  
Unsatisfactory Performance: Employee does not complete upgrade by the end of the shutdown.



**BROOKHAVEN NATIONAL LABORATORY**  
**Scientific Staff Performance Planning**

**Name:** \_\_\_\_\_ **Department:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Reviewer:** \_\_\_\_\_ **Performance Period:**   FY  

*Please use this form to document your goals for the current fiscal year and obtain the signature of your manager by the end of November. While you may define the time frame that the activities will cover in general, you should define what you expect to pursue within the current year. Use additional pages if necessary. For complete instructions, refer to the [Performance Goals and Measures for Employees Subject Area](#).*

*As these are “intended activities,” your actual activity may be different. Your annual appraisal will be based on the actual activity in which you engage.*

**Intended Research/ Facility Development or Support Activities:**

**Intended Grants and Proposals:**

**Other Intended Professional Activities:**


**Signatures:**

\_\_\_\_\_  
**Scientist**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Reviewer**

\_\_\_\_\_  
**Date**



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Subject Area: **Performance Goals and Measures for Employees**

## Supplemental Goals Form

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## Supplemental Goals Form

Goal #[ ]:

Measure:

Metrics (Optional):

Additional input may be obtained from:

Reviewer's appraisal of Performance on Goal:

Performance Level:

Goal #[ ]:

Measure:

Metrics (Optional):

Additional input may be obtained from:

Reviewer's appraisal of Performance on Goal:


Performance Level:

### Goal Signatures:

Employee's Signature \_\_\_\_\_ Date \_\_\_\_\_

Reviewer's Signature \_\_\_\_\_ Date \_\_\_\_\_

Senior Reviewer's Signature \_\_\_\_\_ Date \_\_\_\_\_  
(Optional)



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## Definitions: Performance Goals and Measures for Employees

Effective Date: **October 2003**

Point of Contact: [Performance Goals and Measures POC](#)

Term	Definition
critical outcome	The Laboratory term for a top level goal (in Performance-Based Management terminology).
goal	A desired state or result towards which an individual's or group's work activity is directed; or the desired result of fulfilling a responsibility.
metric	A set of descriptions of levels of goal achievement, where each element corresponds to a performance level (e.g., Distinguished Performance, Commendable Performance, Expected Performance, Needs Improvement, Unsatisfactory Performance).
performance measure	A qualitative or quantitative evaluation or basis of comparison for determining whether the desired result or state has been reached, and/or the degree to which it has been reached.
performance objective	The Laboratory term for a goal supporting a critical outcome.
responsibility	The obligation to ensure initiation and/or implementation and/or completion of a measurable activity.
reviewer	The supervisor who reviews the employee's goal plan.
senior reviewer	The manager of the supervisor who reviews the employee's goal plan.


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## Revision History: Performance Goals and Measures for Employees

Point of Contact: [Performance Goals and Measures POC](#)

### Revision History of this Subject Area

Date	Description	Management System
September 2004	The Supplemental Goals Form was added to this subject area. The sections on Developing Performance Goals and Measures and Formulating Performance Goals were revised to instruct staff on how to use this form for additional goals.	Human Resources
October 2003	<p>This subject area was revised to foster the development of goals that are challenging and are measured for their added value to the organization.</p> <p>Also, the Performance Goals and Measures Examples exhibit and the Definitions were revised to be consistent with the performance levels defined in the Performance Appraisals Subject Area. The five new levels are Distinguished Performance (DP), Commendable Performance (CP), Expected Performance (EP), Needs Improvement (NI), and Unsatisfactory Performance (UP). The four levels were Distinguished Performer (DP), Commendable Performer (CP), Adequate Performer (AP), and Unsatisfactory Performer (UP).</p>	Human Resources
October 2001	This subject area was revised to incorporate the following:	Human Resources

	<ul style="list-style-type: none"> <li>• The goal planning process for exempt employees was changed. Exempt employees are not required to have documented performance goals against which performance will be measured. The Performance Appraisal with Goal Planning Form (formerly known as the Exempt Employee Performance Appraisal Form) in the Performance Appraisals Subject Area reflects this change.</li> <li>• The goal planning process for scientific staff was changed. Scientists will document intended goals at the start of the performance period on the new Scientific Staff Performance Planning Form in this subject area. They will be appraised on their actual activities on the new Scientific Staff Performance Appraisal Form in the Performance Appraisals Subject Area.</li> <li>• The performance levels for defining a metric were changed and removed from the Guidelines in the section Formulating Performance Goals, and added as the new Defining a Metric exhibit.</li> <li>• The metrics in the Performance Goals and Measures Examples exhibit were changed to be consistent with the performance levels defined in the Performance Appraisals Subject Area.</li> </ul>	
September 2000	<p>This subject area was revised to incorporate changes in the goal planning process as required by the new Performance Appraisals Subject Area. This includes:</p> <ol style="list-style-type: none"> <li>1. new forms, which will now cover both goal planning and performance appraisal on the same form; and</li> <li>2. a revision to the nomenclature for the official exempt performance levels.</li> </ol>	Human Resources
May 2000	This subject area was developed by a team using the process for Standards-Based Management development.	Human Resources

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